United Nations A/66/6 (Sect. 17)*

General Assembly

Distr.: General
25 April 2011

Original: English

Sixty-sixth session

# Proposed programme budget for the biennium 2012-2013**

## Part IV
## International cooperation for development

## Section 17
## UN-Women

**(Programme 7 of the strategic framework for the period 2012-2013)*****

## Contents


| | | Page |
|---|---|---|
| Overview | | 2 |
| A. | Policymaking organs | 8 |
| B. | Executive direction and management | 9 |
| C. | Programme of work**** | 12 |
| | Subprogramme 2. Gender issues and advancement of women | 12 |
| | (a) Intergovernmental support and strategic partnerships | 12 |
| | (b) Policy and programme activities | 17 |
| D. | Programme support | 24 |


* Reissued for technical reasons on 27 May 2011.

** A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-sixth Session, Supplement No. 6* (A/66/6/Add.1).

*** *Official Records of the General Assembly, Sixty-fifth Session, Supplement No. 6* (A/65/6/Rev.1). Programme 7 has been revised to reflect General Assembly resolution 64/289. The revised strategic framework will be submitted to the Committee for Programme and Coordination at its fifty-first session for its review and recommendation to the General Assembly in accordance with established procedures.

**** Subprogrammes 1 and 3-10 of programme 7, which are not under the purview of UN-Women, are covered in section 9 of the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 9)).

11-31170* (E) 310511

Please recycle

## Overview

Table 17.1 **Estimates of expenditure**

| | |
|---|---|
| Proposal submitted by the Secretary-General | $14,836,900[a] |
| Revised appropriation for 2010-2011 | $13,532,500[b] |

[a] At 2010-2011 rates.

[b] UN-Women was established as a composite entity effective 1 January 2011 pursuant to General Assembly resolution 64/289. For comparison and presentation purposes only herein, the revised appropriation level is being adjusted to reflect the biennial level.

Table 17.2 **Proposed staffing resources**

| | *Posts* | *Level* |
|---|---|---|
| *Regular budget* | | |
| Proposed for the biennium 2012-2013 | 47 | 1 USG, 1 ASG, 2 D-2, 3 D-1, 6 P-5, 7 P-4, 7 P-3, 5 P-2/1, 15 GS (OL) |
| New posts | 2 | P-3 Programme support |
| Approved for the biennium 2010-2011 | 45 | 1 USG, 1 ASG, 2 D-2, 3 D-1, 6 P-5, 7 P-4, 5 P-3, 5 P-2/1, 15 GS (OL) |

*Abbreviations*: USG, Under-Secretary-General; ASG, Assistant Secretary-General; GS (OL), General Service (Other level).

17.1 The implementation of the programme of work for this section is under the responsibility of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).

17.2 UN-Women was established as a composite entity by the General Assembly in its resolution 64/289 to effectively combine the mandates, functions and assets of four then-existing entities: the Office of the Special Adviser on Gender Issues and Advancement of Women, the Division for the Advancement of Women, the United Nations Development Fund for Women (UNIFEM) and the International Research and Training Institute for the Advancement of Women (INSTRAW). The General Assembly also established an Executive Board as the governing body of the entity to provide intergovernmental support to and supervision of its operational activities. UN-Women was operationally effective as from 1 January 2011.

17.3 The functional analysis confirmed the findings contained in the Secretary-General's comprehensive proposal for the composite entity for gender equality and the empowerment of women (A/64/588) that, while the four former entities had been working on similar issues, their focus differed. The union of the four entities would enhance the efficiency and effectiveness of United Nations support for gender equality and women's empowerment. The efficiencies resulting from this consolidation, and their contribution to achieving the overall objective and high-quality results in a timely and cost-effective manner would be measured during the bienniums 2010-2011 and 2012-2013, and reported in the context of the performance reports of the respective biennium.

17.4 Within the overall objective of gender equality for women and girls and their empowerment, including full enjoyment of their human rights throughout the world, during the biennium 2012-2013 UN-Women will contribute to the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and

security. In addition, the Entity will lead, coordinate and promote the accountability of United Nations system efforts to ensure that the commitment on gender equality and gender mainstreaming translates into action throughout the world. As a composite entity, UN-Women will also support intergovernmental policy and normative processes and carry out operational activities at the regional and country levels.

17.5 The overall strategy of UN-Women will bring together the normative support, advocacy, coordination, operational and capacity development, training and research functions to ensure an even greater impact from United Nations support in these areas. The fulfilment of the objective will result from expanding support to Member States at the national level, in line with national priorities; strengthening coherence between the normative support provided to global intergovernmental processes and the technical and thematic advice provided to national partners at the country level; and providing leadership, strengthening coordination and promoting accountability on gender equality and women's empowerment and support to gender mainstreaming across the United Nations system.

17.6 The key focus areas for UN-Women are: (a) expanding women's voice, leadership and participation by working with partners to close the gaps in women's leadership and participation in all sectors and demonstrate the benefits to such leadership for society as a whole; (b) ending violence against women by enabling States to set up the mechanisms needed to formulate and enforce laws, policies and services that protect women and girls, promote the involvement of men and boys and prevent violence; (c) strengthening the implementation of women's peace and security agenda through women's full participation in conflict resolution and peace processes, gender-responsive early-warning protection from sexual violence and redress for its survivors in accordance with resolutions adopted by United Nations bodies; (d) enhancing women's economic empowerment in the context of global economic, food, fuel and environmental crises by working with Governments and multilateral partners (United Nations Development Programme, International Labour Organization, World Bank, regional development banks) to ensure the full realization of women's economic security and rights, including the right to productive assets and social protection; and (e) making gender equality priorities central to national, local and sectoral planning, budgeting and statistics by working with the United Nations country teams and other partners to assist countries to formulate and cost gender-equality plans, ensure gender-responsive budgeting, support the reporting requirements of the Committee on the Elimination of Discrimination against Women and build national capacity for the implementation of decisions of the Committee.

17.7 The programme of work of UN-Women is drawn from subprogramme 2, Gender issues and advancement of women, of programme 7, Economic and social affairs, of the strategic framework for the period 2012-2013 (A/65/6/Rev.1), but has been modified in accordance with resolution 64/289, in which the General Assembly approved the creation of the new composite entity. It consists of two strongly interlinked subprogrammes, namely: (a) intergovernmental support and strategic partnerships; and (b) policy and programme activities. These two areas of work are closely linked in order to ensure the effective integration of normative support, operational, training and capacity development functions. Support for intergovernmental policy and normative processes are located strategically within both subprogrammes to provide the synergy between normative support and operational support pursuant to resolution 64/289. Programme support to the Entity is provided by the Management and Administration Division, which is shown separately.

17.8 Under subprogramme 2 (a), Intergovernmental support and strategic partnerships, UN-Women provides substantive support to the General Assembly, the Economic and Social Council, the Commission on the Status of Women, the Executive Board and other relevant intergovernmental bodies; leads and supports United Nations system-wide coordination and mainstreaming of gender

perspectives in all areas of work; undertakes public outreach and advocacy; builds and strengthens strategic partnerships with a broad range of stakeholders to achieve a robust resource base for UN-Women; and engages in consultations with and facilitates the participation of civil society in the relevant processes.

17.9 Under subprogramme 2 (b), Policy and programme activities, UN-Women offers technical and thematic advice; undertakes research, policy and data analysis on gender equality and empowerment of women issues, including new and emerging issues, and knowledge management and sharing; provides advocacy support, training and capacity development to Member States to advance implementation of commitments to achieve gender equality and empowerment of women in line with their national priorities; provides leadership, technical expertise and coordination support to United Nations country teams and regional United Nations Development Group teams (formerly known as regional directors' teams); provides funding and technical and programmatic support through regional and country offices to Member States; oversees and supports UN-Women national, regional and global programmes, including country-level coordination, and oversees regional and country-level teams through five regional divisions (Africa, Asia-Pacific, Arab States, Europe and Commonwealth of Independent States (CIS) and Americas and the Caribbean).

17.10 The General Assembly, in its resolution 65/259, requested the Secretary-General to take all necessary steps to ensure the maximum level of cooperation, coordination and integration of efforts in order to avoid duplication and overlaps between UN-Women and other relevant entities, including the Office of the Special Representative on Sexual Violence in Armed Conflict, the Special Representative of the Secretary-General on Children and Armed Conflict and the Special Representative on Violence against Children, and also requested the Secretary-General to report on his efforts in this regard in the context of the proposed programme budget for the biennium 2012-2013. In response to these requests, UN-Women will promote coherence across the United Nations system in the engagement of and responses to women and peace and security issues, including in conflict prevention, post-conflict situations, conflict resolution, peacekeeping, peacebuilding and recovery. In order to eliminate duplication or overlap, UN-Women, through the Inter-agency Task Force on Women, Peace and Security, also represented by the Offices of the Special Representative on Sexual Violence in Armed Conflict and the Special Representative of the Secretary-General on Children and Armed Conflict, will finalize a United Nations joint framework for women and peace and security. UN-Women will also be working with United Nations regional commissions to enhance coordination and coherence between United Nations system-wide regional efforts to promote gender equality and women's empowerment.

17.11 The United Nations joint framework for women and peace and security will demonstrate the relationship between ongoing priority agendas, including but not limited to the seven-point action plan on women's participation in peacebuilding and the strategic framework on sexual violence in conflict. The framework will also include cross-cutting inter-agency coherence mechanisms such as United Nations Action against Sexual Violence in Conflict as well as the Task Force on Children and Armed Conflict. UN-Women will take an active role in all relevant coherence and coordination mechanisms related to peace and security to ensure that gender issues are systematically addressed.

17.12 UN-Women will co-lead responsibility, for example, in co-coordinating the seven-point action plan, as decided by the Policy Committee on 15 September 2010. UN-Women will also coordinate the development and monitoring of agreed indicators on Security Council resolution 1325 (2000) on women, peace and security and will complement the work of the Offices of the Special Representative on Sexual Violence in Armed Conflict, the Special Representative of the Secretary-General on Children and Armed Conflict and the Special Representative on Violence against Children in any of those areas.

17.13 In its resolution 65/259, the General Assembly requested the Secretary-General to specify whether the activities of UN-Women, including administrative, evaluation, coordination, research and analytical policy functions, would support or be considered normative intergovernmental processes, operational intergovernmental processes and operational activities or a combination thereof, and to reflect the appropriate source of funding of the financial resources required, including the funding of senior-level posts. In this regard, it should be noted that the 45 posts approved under section 37, UN-Women, of the programme budget for the biennium 2010-2011 will support the functions of the intergovernmental processes and will enhance coherence between such support and operational activities. The preparation of materials for use by the intergovernmental process, including analysis of trends, reporting on the United Nations system efforts, identification and assessment of lessons learned from country-level experiences, and the commissioning of research to address knowledge gaps will largely be carried out in the Policy Division under subprogramme 2 (b), Policy and programme activities. While an Assistant Secretary-General, funded through extrabudgetary sources, will lead the Bureau for Policy and Programme Support, assisted by posts of one D-1, three P-5, three P-4, five P-3, two P-2 funded through regular budget resources to support the intergovernmental processes, the configuration of their functions and share of normative support and operational support responsibilities of the posts will be affirmed following the finalization of the UN-Women strategic plan for 2012-2013. The Bureau of Intergovernmental Support and Strategic Partnership under subprogramme 2 (a), Intergovernmental support and strategic partnership, led by an Assistant Secretary-General, funded through the regular budget, will coordinate the work of the United Nations system to support national partners as they translate intergovernmental goals, norms and standards into action in their countries, with assistance from one D-2, two D-1, two P-5, four P-4 and three P-2 posts funded through regular budget resources. It is expected that in the next proposed programme budget, for the biennium 2014-2015, an analysis of the functions of these and other senior posts will be provided in accordance with the relevant provisions of resolution 65/259.

17.14 Support in terms of budget preparation, planning and reporting, financial management, human resources management, procurement, communication and information technology services and other administrative services previously provided largely by the Executive Office, Department of Economic and Social Affairs, would be provided by an Administrative Officer and a Budget and Finance Officer, both at the P-3 level, to be established, as set out herein, for the biennium 2012-2013.

17.15 The issue of publications as part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 17.3 below and as distributed in the output information for each subprogramme.

Table 17.3 **Summary of publications**

| *Publications* | *2008-2009 actual* | *2010-2011 estimate* | *2012-2013 estimate* |
|---|---|---|---|
| Recurrent | — | 15 | 18 |
| Non-recurrent | — | 4 | 5 |
| **Total** | — | **19** | **23** |

17.16 The overall resources of the section for the biennium 2012-2013 amount to $14,836,900, reflecting growth of $1,304,400. The growth shown in table 17.5 is summarized below:

(a) An increase of $910,000 under Executive direction and management relates to the delayed impact of the establishment of three posts (1 USG, 1 D-2 and 1 General Service (Other level)) for the biennium 2010-2011;

(b) A net decrease of $151,300 under programme of work relates to the outward redeployment of the General Service (Other level) post from subprogramme 2 (b), Policy and programme activities to programme support. Within the programme of work, redeployment of four posts (1 D-1 and 3 P-4) from subprogramme 2 (b), Policy and programmatic activities, to subprogramme 2 (a), Intergovernmental support and strategic partnerships, is proposed as the functions of these posts are related primarily to the activities of subprogramme 2 (a);

(c) A net increase of $545,700 under programme support relates to: (i) the proposed establishment of two P-3 posts; and (ii) the inward redeployment of a General Service (Other level) post from subprogramme 2 (b), Policy and programme activities.

17.17 Extrabudgetary resources amounting to $993,272,200 are projected for the biennium 2012-2013, of which $986,498,400 including resources for 350 temporary posts, represents the estimated requirements under the UN-Women support budget, and will be used to support the programme of work of UN-Women. The remaining extrabudgetary resources amounting to $6,773,800 represent the estimated resources under the trust fund for the implementation of the Beijing Declaration and Platform for Action.

17.18 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation amounting to $3,735,500, financed from extrabudgetary source of funds, is reflected under subprogramme 2 (b), Policy and programme activities, for staffing resources equivalent to 72 work-months in the Professional category and 24 work-months at the General Service level, and relevant non-post resources.

17.19 The estimated percentage distribution of resources in the biennium 2012-2013 is shown in table 17.4.

Table 17.4 **Distribution of resources by component**

(Percentage)

| *Component* | *Regular budget* | *Other Assessed* | *Extrabudgetary* |
|---|---|---|---|
| A. Policymaking organs | 1.6 | — | — |
| B. Executive direction and management | 12.3 | — | 0.2 |
| C. Programme of work | | | |
| (a) Intergovernmental support and strategic partnerships | 41.2 | — | 1.4 |
| (b) Policy and programme activities | 39.2 | — | 95.2 |
| **Subtotal** | **80.4** | **—** | **96.6** |
| D. Programme support | 5.7 | — | 3.2 |
| **Total** | **100.0** | **—** | **100.0** |

Table 17.5 **Resource requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

| Component | 2008-2009 expenditure[a] | 2010-2011 appropriation[b] | Resource growth | | Total before recosting | Recosting | 2012-2013 estimate |
|---|---|---|---|---|---|---|---|
| | | | Amount | Percentage | | | |
| A. Policymaking organs | 158.0 | 230.4 | — | — | 230.4 | 8.4 | 238.8 |
| B. Executive direction and management | — | 917.2 | 910.0 | 99.2 | 1 827.2 | 4.2 | 1 831.4 |
| C. Programme of work | 10 134.7 | 12 079.1 | (151.3) | (1.3) | 11 927.8 | 42.4 | 11 970.2 |
| D. Programme support | — | 305.8 | 545.7 | 178.4 | 851.5 | 18.3 | 869.8 |
| **Subtotal** | **10 292.7** | **13 532.5** | **1 304.4** | **9.6** | **14 836.9** | **73.3** | **14 910.2** |

[a] UN-Women was established as a composite entity effective 1 January 2011 pursuant to General Assembly resolution 64/289. The 2008-2009 expenditures are presented herein for comparison and presentation purposes only.

[b] For comparison and presentation purposes only, the revised appropriation level has been adjusted to reflect the biennial position.

(2) *Extrabudgetary*

| Component | 2008-2009 expenditure | 2010-2011 estimate | 2012-2013 estimate |
|---|---|---|---|
| A. Policymaking organs | — | 250.0 | 250.0 |
| B. Executive direction and management | — | 769.2 | 2 044.6 |
| C. Programme of work | — | 482 662.7 | 958 978.6 |
| D. Programme support | — | 13 661.7 | 31 999.0 |
| **Subtotal** | **—** | **497 343.6** | **993 272.2** |
| **Total (1) and (2)** | **10 292.7** | **510 876.1** | **1 008 182.4** |

Table 17.6 **Post requirements**

| Category | Established regular budget posts | | Temporary posts | | | | | | Total | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | Regular budget | | Other assessed | | Extrabudgetary | | | |
| | 2010-2011 | 2012-2013 | 2010-2011 | 2012-2013 | 2010-2011 | 2012-2013 | 2010-2011 | 2012-2013 | 2010-2011 | 2012-2013 |
| **Professional and above** | | | | | | | | | | |
| USG | 1 | 1 | — | — | — | — | — | — | 1 | 1 |
| ASG | 1 | 1 | — | — | — | — | 1 | 1 | 2 | 2 |
| D-2 | 2 | 2 | — | — | — | — | 4 | 9 | 6 | 11 |
| D-1 | 3 | 3 | — | — | — | — | 12 | 25 | 15 | 28 |
| P-5 | 6 | 6 | — | — | — | — | 50 | 97 | 56 | 103 |
| P-4/3 | 12 | 14 | — | — | — | — | 66 | 77 | 78 | 91 |
| P-2/1 | 5 | 5 | — | — | — | — | 4 | 6 | 9 | 11 |
| **Subtotal** | **30** | **32** | **—** | **—** | **—** | **—** | **137** | **215** | **167** | **247** |

| Category | Established regular budget posts | | Temporary posts | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | Regular budget | | Other assessed | | Extrabudgetary | | Total | |
| | 2010-2011 | 2012-2013 | 2010-2011 | 2012-2013 | 2010-2011 | 2012-2013 | 2010-2011 | 2012-2013 | 2010-2011 | 2012-2013 |
| **General Service** | | | | | | | | | | |
| Principal level | — | — | — | — | — | — | 13 | 19 | 13 | 19 |
| Other level | 15 | 15 | — | — | — | — | 28 | 42 | 43 | 57 |
| **Subtotal** | **15** | **15** | — | — | — | — | **41** | **61** | **56** | **76** |
| **Other** | | | | | | | | | | |
| Local level | — | — | — | — | — | — | 68 | 74 | 68 | 74 |
| **Subtotal** | — | — | — | — | — | — | **68** | **74** | **68** | **74** |
| **Total** | **45** | **47** | — | — | — | — | **246** | **350** | **291** | **397** |

## A. Policymaking organs

17.20 The substantive servicing of the Commission on the Status of Women and the Executive Board is under the responsibility of UN-Women. Provision is made for requirements relating to the Commission on the Status of Women under the regular budget and for the Executive Board under extrabudgetary resources.

### Commission on the Status of Women

***Resource requirements (before recosting): $230,400***

17.21 The Economic and Social Council by its resolution 11 (II) established, in 1946, the Commission on the Status of Women as a functional commission of the Council. The Commission reports to the Council on matters concerning the promotion of women's rights in the political, economic, social and educational fields and makes recommendations to the Council on issues requiring immediate attention in the field of women's rights. The original membership of 15 representatives of Member States was increased to 18 in 1951, to 21 in 1961 and to 32 in 1966. By its resolution 1989/45, the Council decided to enlarge the membership in 1990 to 45 representatives elected by the Council for a period of four years. It meets annually in New York for 10 working days. The fifty-sixth and fifty-seventh sessions of the Commission on the Status of Women are scheduled to be held in 2012 and 2013, respectively.

17.22 The Commission has a central role within the United Nations system in monitoring the implementation of the Beijing Declaration and Platform for Action and in advising the Council thereon. The Commission holds an interactive high-level round table in parallel chambers, two interactive expert panels on the priority theme of each session, as well as a panel on an emerging issue, a panel on the priority theme of the subsequent session, and an interactive dialogue to review a theme from an earlier session. Under Council resolutions 76 (V), 3041 (XI) and 1983/27, the Secretary-General is mandated to prepare lists of confidential and non-confidential communications on the status of women for submission to the Commission on the Status of Women.

**Executive Board**

17.23 The General Assembly, in its resolution 64/289, established an Executive Board to oversee the operational activities of UN-Women. The Executive Board carries out functions as outlined in annex I to General Assembly resolution 48/162, taking into account the provisions of resolution 64/289.

17.24 The Executive Board is composed of 41 members elected by the Economic and Social Council for a term of three years, in accordance with established practice. The Board meets in New York and reports annually on its programme and activities to the General Assembly, through the Council at its substantive session.

Table 17.7 **Resource requirements: policymaking organs**

| | *Resources (thousands of United States dollars)* | | *Post* | |
|---|---|---|---|---|
| *Category* | *2010-2011* | *2012-2013 (before recosting)* | *2010-2011* | *2012-2013* |
| Regular budget | | | | |
| Non-post | 230.4 | 230.4 | — | — |
| **Subtotal** | **230.4** | **230.4** | — | — |
| Extrabudgetary | 250.0 | 250.0 | — | — |
| **Total** | **480.4** | **480.4** | — | — |

17.25 The amount of $230,400 provides for the travel to New York of 45 members of the Commission on the Status of Women for its fifty-sixth and fifty-seventh annual sessions and for the travel to the Geneva Chair of the Commission for the substantive sessions of the Economic and Social Council and the Human Rights Council.

17.26 The amount of $250,000 of extrabudgetary resources would provide for conference services, including document preparation, translation and conference facilities to support the meetings of the Executive Board during the biennium 2012-2013.

## B. Executive direction and management

***Resource requirements (before recosting): $1,827,200***

17.27 The Office of the Under-Secretary-General of UN-Women is comprised of the front office of the Executive Director and the Evaluation Office. The Under-Secretary-General is responsible for the overall direction and management of the entity in the implementation of its mandates and approved programme of work. The Under-Secretary-General provides policy advice to the Secretary-General and Deputy Secretary-General on all issues pertaining to the promotion of gender equality and women's empowerment, participates in the work of the United Nations System Chief Executives Board for Coordination (CEB) and, in that capacity, leads, coordinates and promotes the accountability of the United Nations system in its work on gender equality and women's empowerment.

17.28 The core functions of the Office of the Under-Secretary-General are: (a) to assist and support the Under-Secretary-General in the overall executive direction and management of UN-Women, including the planning, coordination, management and assessment of the programme of work of

the Entity; (b) to facilitate inter-office cooperation in the implementation of workplans and administrative matters; and (c) to ensure the timely implementation of decisions and coordination of inputs from all organizational units to the activities of the Office. The Under-Secretary-General is assisted by the Assistant Secretary-General for Intergovernmental Support and Strategic Partnership and the Assistant Secretary-General for Policy and Programme.

17.29 The office of the Executive Director leads and manages the support of the intergovernmental process, operational activities in the field, and coordination of efforts of the entities in the United Nations system that are collaborating in mainstreaming the appropriate response to gender concerns across their programmes of work at the global, regional and country levels. It also provides strategic policy support, as well as support in managing communications with Member States, members of the United Nations system and civil society.

17.30 The Evaluation Office prepares and implements the UN-Women evaluation strategy. It also provides guidance and support for both central and decentralized evaluation, drawing on good practices within both UN-Women and elsewhere, and the United Nations Evaluation Group guidelines.

Table 17.8 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

**Objective of the Organization**: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and of staff

| Expected accomplishments | Indicators of achievement |
|---|---|
| (a) Programme of work is effectively managed | (a) Programme delivery rate is no less than 80 per cent |
| | *Performance measures* |
| | 2008-2009: not applicable |
| | Estimate 2010-2011: 80 per cent |
| | Target 2012-2013: 80 per cent |
| (b) Timely and quality submission of relevant documents for consideration by the governing bodies | (b) Increase in percentage of timely and quality submission of documents for consideration by the Governing Bodies |
| | *Performance measures* |
| | 2008-2009: not applicable |
| | Estimate 2010-2011: not applicable |
| | Target 2012-2013: 90 per cent |

**External factors**

17.31 The objective and expected accomplishments are expected to be achieved on the assumption that governmental and non-governmental counterparts at the national level continue to prioritize gender

equality and women's empowerment issues in their development cooperation programmes and that Member States remain committed to providing adequate resources to UN-Women to strengthen gender equality and women's empowerment in the United Nations system.

**Outputs**

17.32 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (extrabudgetary):

Executive Board: substantive servicing Executive Board sessions (6); and conference documentation on issues related to programme management and other issues identified by the Board (6);

(b) Other substantive outputs (regular budget and extrabudgetary):

(i) Background documentation for deliberations by CEB (4);

(ii) Strategic framework for 2014-2015 (1);

(iii) Strategic plan for 2014-2018 (1).

Table 17.9 **Resource requirements: executive direction and management**

| | *Resources (thousands of United States dollars)* | | *Posts* | |
|---|---|---|---|---|
| *Category* | *2010-2011* | *2012-2013 (before recosting)* | *2010-2011* | *2012-2013* |
| Regular budget | | | | |
| Post | 917.2 | 1 827.2 | 5 | 5 |
| **Subtotal** | **917.2** | **1 827.2** | **5** | **5** |
| Extrabudgetary | 769.2 | 2 044.6 | 3 | 3 |
| **Total** | **1 686.4** | **3 871.8** | **8** | **8** |

17.33 The provision of $1,827,200, reflecting an increase of $910,000 under post requirements provides for the continuation of five posts (1 Under-Secretary-General, 1 D-2, 1 P-5, and 2 General Service (Other level)) for the Office of the Under-Secretary-General. The increase of $910,000 relates to the delayed impact of three posts (1 Under-Secretary-General, 1 D-2 and 1 General Service (Other level)) established in the biennium 2010-2011.

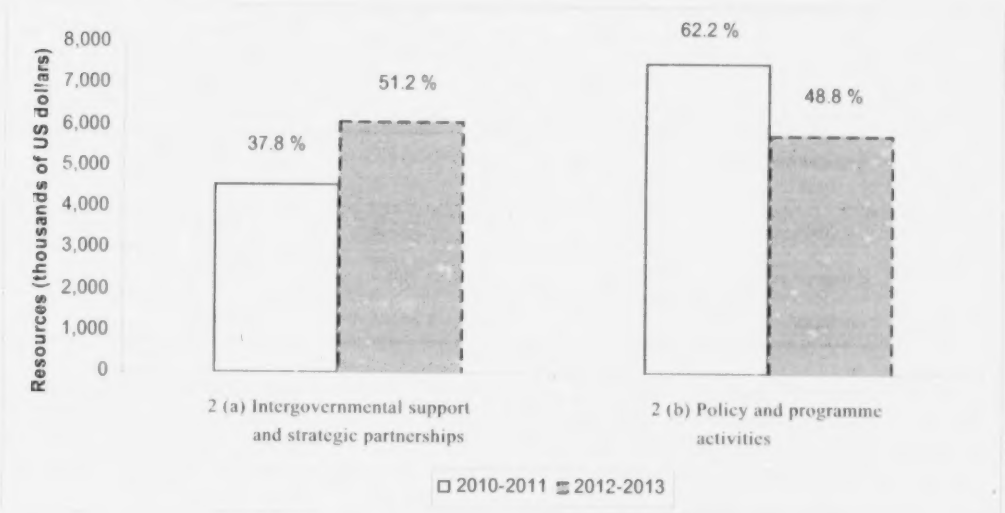
17.34 During the biennium 2012-2013, projected extrabudgetary resources amounting to $2,044,600 would provide for the continuation of three posts (2 P-4 and 1 General Service (Principal level)) and non-post resources to assist in the overall executive direction and management of UN-Women, including the planning, coordination, management and assessment of the programme of work/strategic plan of the Entity and the delivery of outputs detailed in paragraph 17.32 above. The increase of $1,275,400 is due to resources for the biennium 2010-2011 reflecting funds only for the year 2011, when UN-Women became operationally effective.

# C. Programme of work

Table 17.10 **Resource requirements by subprogramme**

| Subprogramme | Resources (thousands of United States dollars) 2010-2011 | Resources (thousands of United States dollars) 2012-2013 (before recosting) | Posts 2010-2011 | Posts 2012-2013 |
|---|---|---|---|---|
| A. Regular budget | | | | |
| (a) Intergovernmental support and strategic partnerships | 4 565.9 | 6 111.2 | 15 | 19 |
| (b) Policy and programme activities | 7 513.2 | 5 816.6 | 25 | 20 |
| **Subtotal** | **12 079.1** | **11 927.8** | **40** | **39** |
| B. Extrabudgetary | 482 662.7 | 958 978.6 | 213 | 281 |
| **Total** | **494 741.8** | **970 906.4** | **253** | **320** |

**Regular budget resource requirements by subprogramme**




## Subprogramme 2
## Gender issues and advancement of women

### (a) Intergovernmental support and strategic partnerships

***Resource requirements (before recosting): $6,111,200***

17.35 Substantive responsibility for this subprogramme is vested in the Intergovernmental Support and Strategic Partnerships Bureau. The Office is comprised of three units: Intergovernmental Support Unit, United Nations System Coordination Unit, and Strategic Partnerships, Advocacy, Communications and Civil Society Unit.

17.36 The main activities of the subprogramme comprise: (a) substantive servicing of intergovernmental processes; (b) provision of policy advice to senior United Nations officials; (c) system-wide coordination of the gender-mainstreaming efforts of the United Nations system; (d) system-wide coordination and monitoring of the status of women in the United Nations system; (e) strategic partnerships, advocacy, communication and outreach efforts related to both intergovernmental and operational support; and (f) facilitation of the participation of non-governmental organizations in the work of the United Nations on gender equality, in particular in the context of the Commission on the Status of Women.

Table 17.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

**Objective of the Organization**: To strengthen the achievement of gender equality and the empowerment of women, including women's full enjoyment of their human rights

| Expected accomplishments | Indicators of achievement |
|---|---|
| (a) Enhanced capacity of the Commission on the Status of Women to fulfil its mandates, including the promotion of gender mainstreaming in all political, economic and social spheres | (a) (i) Number of statements by Member States to the Commission on the Status of Women on actions taken to implement gender mainstreaming at the national level<br>*Performance measures*<br>2008-2009: 196 statements<br>Estimate 2010-2011: 200 statements<br>Target 2012-2013: 220 statements<br>(ii) Number of statements made to the Commission on the Status of Women by non-governmental organizations accredited by the Economic and Social Council on actions taken to implement gender mainstreaming<br>*Performance measures*<br>2008-2009: 105 written statements<br>Estimate 2010-2011: 110 written statements<br>Target 2012-2013: 120 written statements |
| (b) Enhanced capacity of the United Nations system entities to mainstream gender perspectives, to improve the representation of women and to undertake targeted measures to empower women in policies and programmes of the United Nations system in a coherent way | (b) (i) Number of initiatives of the United Nations entities that incorporate gender perspectives in substantive policies and programmes<br>*Performance measures*<br>(Number of initiatives taken by the United Nations entities) |

| | |
|---|---|
| | 2008-2009: not applicable<br><br>Estimate 2010-2011: 12 initiatives<br><br>Target 2012-2013: 20 initiatives<br><br>(ii) Number of United Nations country teams that are applying performance indicators on gender equality in the common country assessments/United Nations Development Assistance Frameworks<br><br>*Performance measures*<br><br>2008-2009: not applicable<br><br>Estimates 2010-2011: 28 United Nations country teams<br><br>Target 2012-2013: 17 United Nations country teams<br><br>(iii) Number of gender-sensitive human resources policy measures by the United Nations system entities<br><br>*Performance measures*<br><br>2008-2009: 3 initiatives<br><br>Estimate 2010-2011: 4 initiatives<br><br>Target 2012-2013: 5 initiatives |
| (c) Enhanced capacity of UN-Women to support Member States' efforts to achieve internationally agreed and national gender equality priorities | (c) (i) Total amount of available financial resources (excluding regular budget resources) for UN-Women<br><br>*Performance measures*<br><br>2008-2009: not applicable<br><br>Estimate 2010-2011: $497 million<br><br>Target 2012-2013: $993 million<br><br>(ii) Number of Member States that voluntarily contribute funds to UN-Women<br><br>*Performance measures*<br><br>2008-2009: not applicable<br><br>Estimate 2010-2011: 100 Member States<br><br>Target 2012-2013: 125 Member States |

**External factors**

17.37 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that priority will be given by Member States and by entities of the United Nations system to gender equality issues and empowerment of women; and the Member States remain committed to allocating adequate resources to strengthen the work of the United Nations system on gender equality and women's empowerment.

**Outputs**

17.38 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly:

a. Substantive servicing of meetings: substantive servicing, including plenary meetings of the Second and Third Committees (14);

b. Parliamentary documentation: report on improvement in the status of women in the United Nations system (1);

(ii) Security Council: substantive servicing of meetings and informal consultations (4);

(iii) Economic and Social Council:

a. Substantive servicing of meetings: substantive servicing of plenary meetings (8);

b. Parliamentary documentation: mainstreaming a gender perspective into all policies and programmes in the United Nations system (2);

(iv) Commission on the Status of Women:

a. Substantive servicing of meetings: open-ended consultations by the Bureau of the Commission on the Status of Women (4); substantive servicing of meetings of the Commission (40);

b. Parliamentary documentation: mainstreaming a gender perspective into all policies and programmes in the United Nations system (2);

(v) Ad hoc expert groups: interactive dialogue to evaluate progress in the implementation of the agreed conclusions on a priority theme from a previous session of the Commission on the Status of Women (2); panels and interactive high-level round tables on experiences, lessons learned and good practices in relation to the implementation of previous commitments made with regard to the priority theme of the Commission on the Status of Women; panels on emerging issues, trends, and new approaches to issues affecting the situation of women or equality between women and men on gender equality (2); panels on a future priority theme of the Commission on the Status of Women (2); expert group meetings on: gender mainstreaming at the country and regional levels (1); improving the status of women in the United Nations system (1);

(b) Other substantive activities (regular budget and extrabudgetary):

(i) Recurrent publications: *Network* (Focal Point on the Status of Women) (6);

(ii) Non-recurrent publications: strengthening institutional accountability mechanisms for gender mainstreaming in the United Nations system (1);

(iii) Technical documentation and outreach material: development, design, maintenance and management of the relevant sections of the UN-Women website pertaining to normative intergovernmental processes (2); development, design, maintenance and management of the relevant portion of the UN-Women website on the Inter-Agency Network on Women and Gender Equality (2); development, design, maintenance and management of the website of UN-Women pertaining to coordination (2); development, design, maintenance and management of the WomenWatch website (2); reports on sessions of the Inter-Agency Network (2); documentation for meetings with CEB (4); guidelines, checklist and tools on improving the status of women in the United Nations system (1); training module on gender mainstreaming for all United Nations system staff (1); report of the expert group meeting on gender mainstreaming at the country and regional levels (1); report of the expert group meeting on improving the status of women in the United Nations system (1); report on a comprehensive set of indicators to guide the implementation of Security Council resolutions 1325 (2000) and 1889 (2009) on women, peace and security (1); report on lessons learned in monitoring and accountability on women in the workplace in the United Nations system (1);

(iv) Substantive servicing of inter-agency meetings: CEB, High-level Committee on Management, High-level Committee on Programmes, United Nations Development Group, Inter-Agency Network on Women and Gender Equality (6);

(c) United Nations coordination and reform (extrabudgetary resources):

(i) Finalization of a joint evaluation (with United Nations partners) on impact of United Nations system efforts towards ending violence against women and on advancing women's political participation (1);

(ii) Leadership and coordination towards a United Nations system-wide (CEB) decision to develop a unified system for tracking resources dedicated to gender equality within budgets of all United Nations agencies (1);

(iii) Expand the gender community of practice that brings together practitioners from all over the world with experience in gender training to promote dialogue and analysis of the current approaches and theories on gender training (through workshops and dialogue mechanisms) (1);

(iv) Expand the visibility, involvement and impact of the Secretary-General's UNiTE to End Violence against Women campaign at the global, regional and country levels (through the funding of advocacy campaigns);

(v) In partnership with the Department of Peacekeeping Operations, the Department of Political Affairs, the Peacebuilding Support Office, the Special Representative of the Secretary-General on Sexual Violence and United Nations country teams, support 10 countries to implement Security Council resolutions 1325 (2000) and 1889 (2009), including through country-level assistance to develop and implement national action plans on the implementation of resolution 1325 (2000), and through the development and application of a scenario-based predeployment training package on the prevention of sexual violence in conflict, in 20 troop-contributing countries (1).

Table 17.12 **Resource requirements: subprogramme 2 (a)**

| | *Resources (thousands of United States dollars)* | | *Posts* | |
|---|---|---|---|---|
| *Category* | *2010-2011* | *2012-2013 (before recosting)* | *2010-2011* | *2012-2013* |
| Regular budget | | | | |
| Post | 4 246.2 | 5 729.4 | 15 | 19 |
| Non-post | 319.7 | 381.8 | — | — |
| **Subtotal** | **4 565.9** | **6 111.2** | **15** | **19** |
| Extrabudgetary | 7 336.4 | 13 980.1 | 12 | 16 |
| **Total** | **11 902.3** | **20 091.3** | **27** | **35** |

17.39 The resources in the amount of $5,729,400, reflecting an increase of $1,483,200, would provide for (a) the continuation of 15 posts (1 Assistant Secretary-General, 1 D-2, 1 D-1, 2 P-5, 1 P-4, 3 P-2, and 6 General Service (Other level)) of the Intergovernmental Support and Strategic Partnerships Bureau; and (b) the proposed inward redeployment of four posts, including one D-1 and three P-4, from subprogramme 2 (b), Policy and programme activities, as the functions of these posts are primarily related to the activities of subprogramme 2 (a), Intergovernmental support and strategic partnerships, namely, concerning close collaboration and coordination across the United Nations system. The amount of $381,800 in non-post resources, reflecting an increase of $62,100, would provide for other staff costs, consultants, experts, travel of staff, contractual services, supplies and materials, and furniture and equipment.

17.40 During the biennium 2012-2013, projected extrabudgetary resources amounting to $13,980,100 would provide for the continuation of 16 posts (1 D-2, 2 D-1, 4 P-5, 2 P-4, 4 P-3, 1 General Service (Principal level) and 2 General Service (Other level)) and non-post resources for system-wide coordination of the gender-mainstreaming efforts of the United Nations system, system-wide coordination and monitoring of the status of women in the United Nations system and fulfilment of other mandates of the Beijing Declaration and Platform for Action. The increase of $6,643,700 is a technical adjustment due to resources for the biennium 2010-2011 reflecting funds only for the year 2011, when UN-Women became operationally effective. The extrabudgetary resources will support activities under subprogramme 2 (a) through, inter alia, preparation of parliamentary documentation, substantive servicing of meetings, coordination mechanisms and other substantive activities, including the development and maintenance of public and inter-agency websites such as WomenWatch, and support to the participation of non-governmental organizations during sessions of the Commission on the Status of Women, travel of staff and experts, and outreach activities.

**(b) Policy and programme activities**

***Resource requirements (before recosting): $5,816,600***

17.41 Substantive responsibility for this subprogramme is vested in the Policy and Programme Bureau. The office is comprised of the Policy Division, the Programme Support Division and the regional divisions.

17.42 The main activities of the subprogramme are: (a) provision of technical and thematic advice; (b) conduct of research, policy and data analysis on gender equality and empowerment of women issues, including new and emerging issues, and knowledge management and sharing; (c) provision of advocacy support, training and capacity development to Member States to advance implementation of commitments to achieve gender equality and empowerment of women in line

with their national priorities; (d) provision of leadership, technical expertise and coordination support to United Nations country teams and United Nations regional directors teams; (e) provision of technical and programmatic support through regional and country offices to Member States; (f) oversight and support to women's national, regional and global programmes, including country-level coordination; and (g) oversight of regional and country-level teams through five regional divisions (Africa, Asia-Pacific, Arab States, Europe and Commonwealth of Independent States, and Americas and the Caribbean).

Table 17.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

**Objective of the Organization**: To support Member States in the implementation of their national commitments to eliminate discrimination against women and girls, empower women and achieve equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security, including by leading and coordinating United Nations system efforts at the regional and country levels

| Expected accomplishments | Indicators of achievement |
|---|---|
| (a) Enhanced policy support for the promotion of the full and effective implementation of the Beijing Platform for Action, the outcomes of the twenty-third special session of the General Assembly and the 2005 World Summit and the Convention on the Elimination of All Forms of Discrimination against Women | (a) Increased proportion of resolutions and decisions of the functional commissions of the Economic and Social Council that incorporate a gender perspective<br>*Performance measures*<br>(Percentage of all resolutions)<br>2008-2009: 34 per cent<br>Estimate 2010-2011: 35 per cent<br>Target 2012-2013: 36 per cent |
| (b) Effective implementation of Security Council resolution 1325 (2000) on women, peace and security by the United Nations system | (b) Number of initiatives by United Nations system entities related to the implementation of Security Council resolution 1325 (2000) on women and peace and security<br>*Performance measures*<br>2008-2009: 331 initiatives<br>Estimate 2010-2011: 123 new initiatives<br>Target 2012-2013: 150 new initiatives |
| (c) Strengthened commitment by countries to eliminate discrimination against women and girls and empower women, in line with internationally and regionally agreed United Nations commitments on gender equality | (c) (i) Number of countries that incorporate gender equality in line with relevant commitments in their national plans/strategies, legal frameworks and policies |

| | |
|---|---|
| | *Performance measures*<br><br>2008-2009: not applicable<br><br>Estimate 2010-2011: 26 countries developed national plans/strategies and 40 countries developed legal frameworks and policies<br><br>Target 2012-2013: 40 countries supported developed national plans/strategies and 54 countries developed legal frameworks and policies<br><br>(ii) Number of countries that issue gender-responsive budgeting guidelines<br><br>*Performance measures*<br><br>2008-2009: not applicable<br><br>Estimate 2010-2011: 22 countries<br><br>Target 2012-2013: 35 countries |
| (d) Improved capacity of national mechanisms for gender equality, service delivery institutions and advocacy organizations to more effectively advance gender equality and women's empowerment and protect women's human rights | (d) (i) Increased representation of gender equality experts, advocates and organizations in key decision-making forums<br><br>*Performance measures*<br><br>2008-2009: not applicable<br><br>Estimate 2010-2011: 27 forums<br><br>Target 2012-2013: 33 forums<br><br>(ii) Number of countries that increased availability of their national sex-disaggregated data and statistics<br><br>*Performance measures*<br><br>2008-2009: not applicable<br><br>2010-2011: 20 countries<br><br>Target 2012-2013: 24 countries |
| (e) Enhanced capacity of UN-Women to mobilize and manage multi-donor funding arrangements that respond to demands from programme countries | (e) Amount of funds secured through multi-donor trust funds, basket funds and special thematic or regional funds<br><br>*Performance measures*<br><br>2008-2009: not applicable |

| | |
|---|---|
| | Estimate 2010-2011: $24 million from United Nations Trust Fund to End Violence; $19 million through Fund for Gender Equality; and $10 million through basket and special thematic funds<br><br>Target 2012-2013: $53 million from United Nations Trust Fund to End Violence; $21 million through Fund for Gender Equality; and $20 million through basket and special thematic funds |
| (f) Enhanced capacity of UN-Women to lead and coordinate United Nations system support to Member States at country level to implement commitments to gender equality and to undertake gender mainstreaming | (f) (i) Number of joint United Nations programmes formulated with the participation and/or assistance of UN-Women<br><br>*Performance measures*<br><br>2008-2009: not applicable<br><br>Estimate 2010-2011: 96 joint United Nations programmes<br><br>Target 2012-2013: 116 joint United Nations programmes<br><br>(ii) Number of United Nations or other gender coordination mechanisms led or co-led by UN-Women<br><br>*Performance measures*<br><br>2008-2009: not applicable<br><br>Estimate 2010-2011: 60 gender coordination mechanisms<br><br>Target 2012-2013: 75 gender coordination mechanisms |

**External factors**

17.43 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that priority will be given by Member States and by entities of the United Nations system to gender equality issues and empowerment of women. The Member States and non-governmental counterparts at the global and national levels continue to commit and prioritize gender equality and women empowerment issues in their programmes; and Member States remain committed to providing adequate resources to strengthen the work of the United Nations system on gender equality and women's empowerment issues.

**Outputs**

17.44 During the biennium 2012-2013, the following outputs are expected to be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly: parliamentary documentation: reports on: improvement of the situation of women in rural areas (1); measures taken and progress achieved in the follow-up to and implementation of the Fourth World Conference on Women and the twenty-third special session of the General Assembly (2); intensification of efforts to eliminate all forms of violence against women (1); violence against women migrant workers (1); trafficking in women and girls (1); women in development (1);

(ii) Security Council: parliamentary documentation: reports on women, peace and security (2);

(iii) Commission on the Status of Women: parliamentary documentation: reports of the Under-Secretary-General (2); discussion guide on the high-level round table on the priority theme of the Commission on the Status of Women (2); reports on progress in mainstreaming a gender perspective in the development, implementation and evaluation of national policies and programmes, with a particular focus on the priority theme (2); reports on priority themes as identified in the Commission's long-term work programme (2); reports on the situation of and assistance to Palestinian women (2); report on release of women and children taken hostage, including those subsequently imprisoned, in armed conflicts (1); report on ending female genital mutilation (1); report on women, the girl child, and HIV/AIDS (1); report on women's economic empowerment (1); report on eliminating preventable maternal mortality and morbidity through the empowerment of women (1); inputs to the Economic and Social Council high-level segment (2); letters from the President of the Economic and Social Council to the Chair of the Commission on the Status of Women (2); lists of confidential communications relating to the status of women (2);

(iv) Ad hoc expert groups: expert group meetings on: priority themes/issues in preparation for the fifty-seventh and fifty-eighth sessions of the Commission on the Status of Women (2); preparation of World Survey on Role of Women in Development (1);

(b) Other substantive activities (regular budget and extrabudgetary):

(i) Recurrent publications: *Women 2000 and Beyond* (2); inventory of activities on violence against women (2); *Words to Action: an electronic newsletter on violence against women* (8);

(ii) Non-recurrent publications: operational toolkit on gender mainstreaming in development instruments at the national level (1); on theme to be decided based on the 15-year review of the Beijing Platform for Action (2);

(iii) Technical documentation and outreach material: development, design, maintenance and management of the coordinated database on violence against women (2); guidelines, checklist and tools on implementation of Security Council resolution 1325 (2000) on women, peace and security (1); reports of expert group meetings on the priority themes/issues decided by the Commission on the Status of Women (2); report of expert group meeting on preparation for the World Survey on the Role of Women in Development (1);

(c) Technical cooperation, advisory services and capacity development (extrabudgetary):

(i) Provision of capacity development support to national partners to expand women's political participation at the national and local levels in close partnership with the United Nations Development Programme and the Inter-Parliamentary Union in 30 countries through training workshops targeting voters, candidates and political parties, development of training modules and guidance documents, advocacy workshops and media campaigns (30);

(ii) Provision of capacity development and technical support to government and non-governmental organization partners in 15 countries on monitoring aid flows from a gender perspective in partnership with the European Commission and the International Labour Organization/International Training Centre (15);

(iii) Capacity development of senior policymakers and gender-equality experts from 10 countries through training workshops (10);

(iv) Capacity development of government officials and non-governmental organizations in 10 countries on national and local plans for financing gender equality (10);

(v) Capacity development of the security sector to strengthen security sector reform with a gender perspective through training and sensitization on gender issues in security sector in 10 countries (10);

(vi) Technical assistance to ministries of finance and planning, ministries of women's affairs, and sectoral ministries to institutionalize gender-responsive budgeting in 40 countries through technical analysis, training workshops, and funding of technical expertise to Governments at their request, development of knowledge products and advocacy with policymakers (40);

(vii) Technical support to national mechanisms for women and non-governmental organization partners in at least 54 countries to develop, update and monitor implementation of gender-equality plans and strategies training workshops, funding of technical expertise for out-posting to Governments, and development of modules and guidance documents (54);

(viii) Support to Governments and civil society partners in 25 countries to prepare reports under article 18 of the Convention on the Elimination of All Forms of Discrimination against Women and to widely disseminate and develop follow-up actions to implement concluding observations of the Committee on the Elimination of Discrimination against Women through training workshops, mentoring, promoting learning between countries and conducting mock sessions (25);

(ix) Capacity development support to National AIDS Councils and networks of HIV-positive women in 25 countries to incorporate gender equality and women's empowerment in national AIDS strategies and in the UNAIDS Action Framework through training workshops, funding of technical expertise for Governments on request, development of modules and guidance documents (25);

(x) In partnership with the Peacebuilding Support Office, support implementation of the seven-point action plan presented in the Secretary-General's report on women's participation in peacebuilding, with particular attention to achieving the goal of dedicating at least 15 per cent of United Nations funding specifically to women's rights and needs, as well as improving the gender sensitivity of programming in the areas of rule of law and employment generation in the context of post-conflict areas (1);

(xi) In partnership with the Department of Political Affairs, increase participation of women in mediation processes and build the capacity of the United Nations system through development of guidelines and toolkits to improve attention to gender equality issues and the empowerment of women in mediation processes (1);

(d) Knowledge management and generation (extrabudgetary):

(i) Development and dissemination of knowledge assets on ending violence against women in the form of electronic documents made available on a central knowledge portal to provide programming guidance and tools to end violence against women in 14 different programming areas: adolescents, campaigns, conflict/post-conflict, education, health, justice, legislation, men and boys, policy and budget cycles, prevention, safe cities, security, shelter, local coordinated responses (14);

(ii) Creation of an online knowledge hub on current approaches, theories and good practices on gender training, migration, aid effectiveness, gender peace and security, women's political participation, etc. (1);

(iii) Applied research and publication of five case studies on the gender dimensions and trends of migratory trajectories between Africa, Asia, Europe, Latin America and the Caribbean, and North America, including policy recommendations (5);

(iv) Development of a security sector reform toolkit, along with gender training for security sector personnel, based on experiences and best practices (1);

(v) Launch of the publication *Progress of the World's Women 2013* (1);

(e) Piloting programmes that demonstrate replicable models to advance gender equality:

(i) Evaluation and dissemination of results from the International Centre for Research on Women/World Bank/UNIFEM Results-based Initiative programme, piloting strategies for significantly expanding women's economic opportunities in five countries (1);

(ii) Implementation of the pilot programme initiative on Safe Cities for Women in five countries (5);

(iii) Expand access for private sector organizations to the Women's Empowerment Principles and the Gender Equality Model approach to test and document how the private sector can more effectively promote and protect women's empowerment and gender equality (through guidance documents);

(iv) Support national partners in six countries to implement pilot project initiatives that test community-based approaches to peacebuilding from women's human rights and gender equality perspective through funding, training and technical guidance (6);

(f) United Nations coordination and reform (extrabudgetary): support to strengthening the gender equality dimension in all UNDAF exercises in 2012-2013 through technical expertise, participation in United Nations country team meetings and convening of gender equality advocates to the strategic planning process (17).

Table 17.14 **Resource requirements: subprogramme 2 (b)**

| | *Resources (thousands of United States dollars)* | | *Posts* | |
|---|---|---|---|---|
| *Category* | *2010-2011* | *2012-2013 (before recosting)* | *2010-2011* | *2012-2013* |
| Regular budget | | | | |
| Post | 7 096.7 | 5 462.2 | 25 | 20 |
| Non-post | 416.5 | 354.4 | | |
| **Subtotal** | **7 513.2** | **5 816.6** | **25** | **20** |
| Extrabudgetary | 475 326.4 | 944 998.5 | 201 | 265 |
| **Total** | **482 839.6** | **950 815.1** | **226** | **285** |

17.45 The resources in the amount of $5,462,200 would provide for (a) the continuation of 20 posts (1 D-1, 3 P-5, 3 P-4, 5 P-3, 2 P-2, and 6 General Service (Other level)) of Policy and Programme Bureau; and (b) the proposed outward redeployment of four posts (1 D-1 and 3 P-4) to subprogramme 2 (a), Intergovernmental support and strategic partnerships, and one post (General Service category) to the Management and Administration Division under programme support due to the need to realign the functions of the posts in question to the respective areas of responsibility. The amount of $354,400 under non-posts, reflecting a decrease of $62,100, would provide for other staff costs, consultants, experts, travel of staff, contractual services, supplies and materials, and furniture and equipment.

17.46 During the biennium 2012-2013, projected extrabudgetary resources amounting to $944,998,500 would provide for the continuation of 265 posts (1 ASG, 7 D-2, 21 D-1, 82 P-5, 36 P-4, 17 P-3, 4 P-2, 1 General Service (Principal level), 22 General Service (Other level) and 74 Local level and non-post resources to support Member States in the implementation of their national commitments to eliminate discrimination against women and girls, empower women, and achieve equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. The increase of $469,672,100 is a technical adjustment due to resources for the biennium 2010-2011 reflecting funds only for the year 2011, when UN-Women became operationally effective. The resources will be utilized to strengthen the gender equality dimension of all UNDAF exercises, and the generation and management of knowledge, including on ending violence against women, gender dimension of migration, and launch of flagship publications.

## D. Programme support

***Resource requirements (before recosting): $851,500***

17.47 Substantive responsibility for this area is vested is the Management and Administration Division of UN-Women. The Management and Administration Division assists the Under-Secretary-General in discharging responsibilities in the areas of human resources, finance and budget, administrative services, procurement and facilities management, information technology services, security, operational oversight and accountability and audit. In addition, the Division provides administrative and operational support for the implementation of the programme activities of the Entity.

Table 17.15 **Resource requirements: programme support**

| Category | Resources (thousands of United States dollars) | | Posts | |
|---|---|---|---|---|
| | 2010-2011 | 2012-2013 (before recosting) | 2010-2011 | 2012-2013 |
| Regular budget | | | | |
| Post | — | 463.7 | — | 3 |
| Non-post | 305.8 | 387.8 | — | — |
| **Subtotal** | **305.8** | **851.5** | **—** | **3** |
| Extrabudgetary | 13 661.7 | 31 999.0 | 30 | 66 |
| **Total** | **13 967.5** | **32 850.5** | **30** | **69** |

17.48 The resources in the amount of $463,700 would provide for the proposed establishment of two posts (P-3) and the proposed inward redeployment of one post (General Service (Other level)) from subprogramme 2 (b), Policy and programme activities. The amount of $387,800 in non-post resources, reflecting an increase of $82,000, would provide for other staff costs, consultants, experts, travel of staff, contractual services, supplies and materials, and furniture and equipment. The two P-3 posts would be utilized for providing administrative support such as human resources management, including recruitment, and other personnel-related issues, and financial support such as planning for and preparation of biennial programme budgets, allocation, management and monitoring of budgets to ensure the availability and effective utilization of financial resources, processing of payroll, and central support services, such as procurement, travel, logistics, and transportation services. The General Service (Other level) post would be utilized to provide technical support related to information technology equipment and software.

17.49 During the biennium 2012-2013, expected extrabudgetary resources amounting to $31,999,000 would provide for the continuation of 66 posts (1 D-2, 2 D-1, 11 P-5, 9 P-4, 7 P-3, 2 P-2, 16 General Service (Principal level) and 18 General Service (Other level)) and non-post resources for the Management and Administration Division to assist the Under-Secretary-General in discharging responsibilities in the areas of personnel, finance and general administration. The increase of $18,337,300 is due to resources for the biennium 2010-2011 reflecting funds only for the year 2011, when UN-Women became operationally effective. The extrabudgetary funding would provide UN-Women with the necessary capacity for financial management, guidance and advice on the proper utilization of resources; human resources management, including staff development and performance management; provision of office automation and overall information technology services both in field offices and headquarters; management of facilities, procurement, travel, logistics and transportation services for staff and their dependants; and for managerial and fiduciary oversight and audit for programmes and operations.

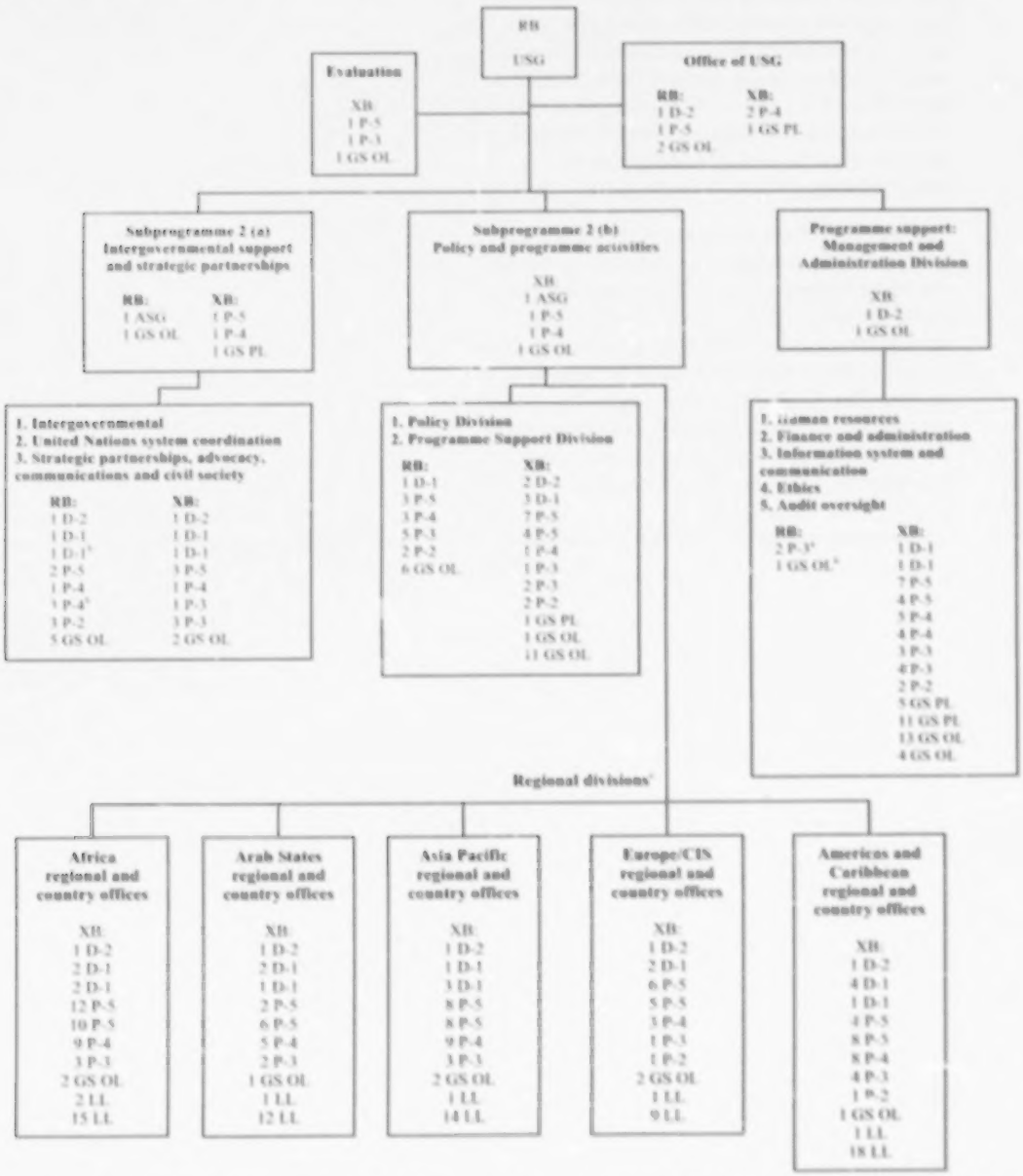
Table 17.16 **Summary of follow-up action taken to implement relevant recommendations of the oversight bodies**

| *Brief description of the recommendation* | *Action taken to implement the recommendation* |
|---|---|
| **Advisory Committee on Administrative and Budgetary Questions**<br>A/62/7/Add.40 and A/64/7/Add.23 | |
| The Committee considers that splitting responsibility for the subprogramme between the Office of the Special Adviser on Gender Issues and Advancement of Women and the Division for the Advancement of Women lacks clarity and does not provide clear leadership. Furthermore, it appears that the Office of the Special Adviser on Gender Issues and Advancement of Women and the Division for the Advancement of Women may address overlapping issues. The Committee questions whether the organizational structure is designed to optimize efficient utilization of its existing staffing component of 37 posts (1 ASG, 1 D-2, 3 D-1, 5 P-5, 5 P-4, 3 P-3, 5 P-2/1, 14 General Service (Other level)). It believes that the impact of the activities of the subprogramme could be enhanced through a more focused and coherent approach, and that there is a need to review and streamline its organizational arrangements. The Committee recommends that the Secretary-General be requested to carry out such a review and to submit fully justified proposals for a new structure in the proposed programme budget for the biennium 2010-2011. (A/62/7/Add.40, para. 36) | The General Assembly, in its resolution 64/289, authorized a new entity, the UN-Women, which consists of the consolidation of the Office of the Special Adviser on Gender Issues and Advancement of Women, the Division for the Advancement of Women, UNIFEM and INSTRAW into a composite entity, taking into account the existing mandates.<br><br>The entity was established effective 1 January 2011 |
| With regard to the gender aspects of the Special Representative's mandate and the potential for overlap with ongoing activities relating to the prevention of gender-based violence, the Advisory Committee notes from paragraph 28 of Security Council resolution 1888 (2009) that the Council will review the mandates of the Special Representative and the team of experts within two years, taking into account the process established by the General Assembly in its resolution 63/311 regarding a United Nations composite gender entity. The Committee was informed, upon enquiry, that the Security Council's intention was to defer the establishment of a relationship between the Office of the Special Representative and the gender entity until the review, at which time any overlap between the activities of the two | Resolution 64/289, in which the General Assembly established UN-Women, duly took into consideration the need to promote coherence across the United Nations system in engagement of and responses to women's empowerment, including women and peace and security issues, including in conflict prevention, post-conflict situations, conflict resolution, peacekeeping, peacebuilding and recovery. In order to eliminate duplication or overlap, UN-Women will work closely and coordinate with the Offices of the Special Representative on Sexual Violence in Armed Conflict and the Special Representative of the Secretary-General on Children and Armed Conflict, through the Inter-Agency Task Force on Women and Peace and Security and other coordination mechanisms. |

| *Brief description of the recommendation* | *Action taken to implement the recommendation* |
|---|---|
| structures would be assessed. The Committee was further informed that the primary focus of the composite gender entity, which was still under development, was expected to be gender equality and women's empowerment, whereas the Office of the Special Representative would focus on sexual violence as a tactic of war, a threat to security and an impediment to peacebuilding. (A/64/7/Add.23, para. 21) | |
| The Advisory Committee notes the efforts undertaken by the Secretary-General to ensure that the activities of the Office of the Special Representative will not duplicate the work already being done in the field of conflict-related sexual violence by other United Nations system entities. The Committee encourages the Secretary-General to take all steps necessary to ensure maximum levels of cooperation and coordination between relevant bodies. (A/64/7/Add.23, para. 22) | |

## United Nations Entity for Gender Equality and the Empowerment of Women

## Organizational structure and post distribution for the biennium 2012-2013


RB
USG
Evaluation
XB:
1 P-5
1 P-3
1 GS OL
Office of USG
RB: 1 D-2, 1 P-5, 2 GS OL
XB: 2 P-4, 1 GS PL
Subprogramme 2 (a) Intergovernmental support and strategic partnerships
RB: 1 ASG, 1 GS OL
XB: 1 P-5, 1 P-4, 1 GS PL
Subprogramme 2 (b) Policy and programme activities
XB: 1 ASG, 1 P-5, 1 P-4, 1 GS OL
Programme support: Management and Administration Division
XB: 1 D-2, 1 GS OL
1. Intergovernmental
2. United Nations system coordination
3. Strategic partnerships, advocacy, communications and civil society
RB: 1 D-2, 1 D-1, 1 D-1[a], 2 P-5, 1 P-4, 1 P-4[b], 1 P-2, 5 GS OL
XB: 1 D-2, 1 D-1, 1 D-1, 3 P-5, 1 P-4, 1 P-3, 3 P-3, 2 GS OL
1. Policy Division
2. Programme Support Division
RB: 1 D-1, 3 P-5, 3 P-4, 5 P-3, 2 P-2, 6 GS OL
XB: 2 D-2, 3 D-1, 7 P-5, 4 P-5, 1 P-4, 1 P-3, 2 P-3, 2 P-2, 1 GS PL, 1 GS OL, 11 GS OL
1. Human resources
2. Finance and administration
3. Information system and communication
4. Ethics
5. Audit oversight
RB: 2 P-3[a], 1 GS OL[a]
XB: 1 D-1, 1 D-1, 7 P-5, 4 P-5, 5 P-4, 4 P-4, 3 P-3, 4 P-3, 2 P-2, 5 GS PL, 11 GS PL, 13 GS OL, 4 GS OL
Regional divisions[c]
Africa regional and country offices
XB: 1 D-2, 2 D-1, 2 D-1, 12 P-5, 10 P-5, 9 P-4, 3 P-3, 2 GS OL, 2 LL, 15 LL
Arab States regional and country offices
XB: 1 D-2, 2 D-1, 1 D-1, 2 P-5, 6 P-5, 5 P-4, 2 P-3, 1 GS OL, 1 LL, 12 LL
Asia Pacific regional and country offices
XB: 1 D-2, 1 D-1, 3 D-1, 8 P-5, 8 P-5, 9 P-4, 3 P-3, 2 GS OL, 1 LL, 14 LL
Europe/CIS regional and country offices
XB: 1 D-2, 2 D-1, 6 P-5, 5 P-5, 3 P-4, 1 P-3, 1 P-2, 2 GS OL, 1 LL, 9 LL
Americas and Caribbean regional and country offices
XB: 1 D-2, 4 D-1, 1 D-1, 4 P-5, 8 P-5, 8 P-4, 4 P-3, 1 P-2, 1 GS OL, 1 LL, 18 LL

*Abbreviations*: USG, Under-Secretary-General; ASG, Assistant Secretary-General; GS, General Service; PL, Principal level; OL, Other level; LL, Local level; RB, regular budget; XB, extrabudgetary.

[a] New post.

[b] Redeployed post.

[c] The placement of many regional division posts has yet to be determined from the 2011 approved extrabudgetary resources.